

Leading and Managing ***CHANGE***

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Nobody likes Change!

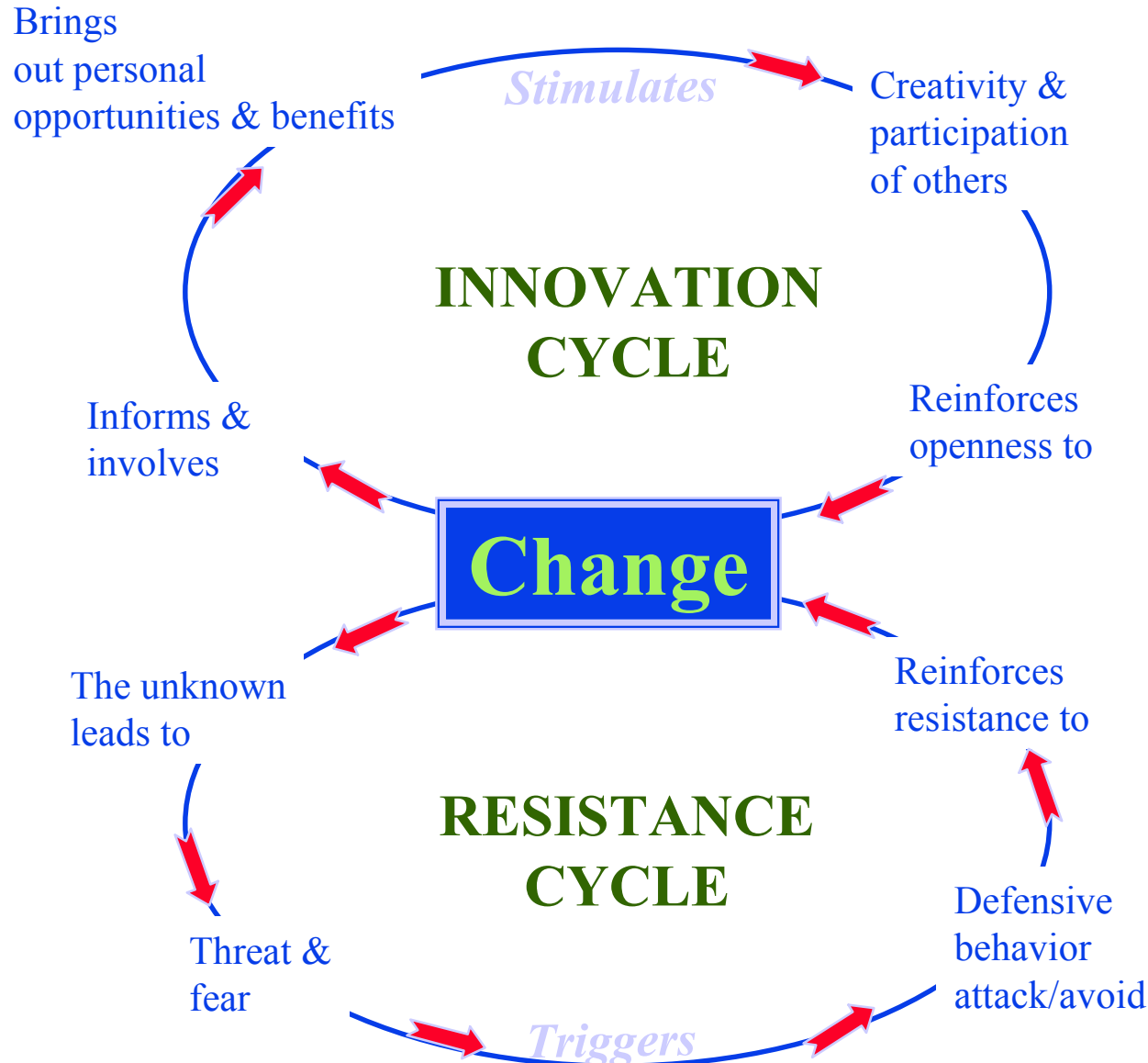


Change involves *RISK*!



- status/power
- economic position
- reputation
- effectiveness
- relationships
- motivation

Innovation and Resistance Cycle



Change

**rarely comes easily,
... and never cheaply**

BUT,

**failure to change and adapt
frequently spells**

DISASTER!

Options:

- Do nothing
- Resist change
- Show *individual* initiative
- Collaborate as a team (“synergy”)

Quotations to ponder:

(1) *“We are all angels with only one wing; we can only fly while embracing one another.”*

– Luciano de Crescanzo

(2) *“...With relatively simple, ‘technical problems,’ leadership is relatively ‘easy’.... But with ... complex and messy problems, ... many stakeholders must be involved and mobilized.”*

– Warren Bennis (citing Ron Heifetz)

Charting New Directions

“Every few hundred years throughout Western history, a sharp transformation has occurred. In a matter of decades, society altogether rearranges itself [...]
Our age is in such a period of transformation. If history is any guide, this transformation will not be completed until 2010 or 2020.”

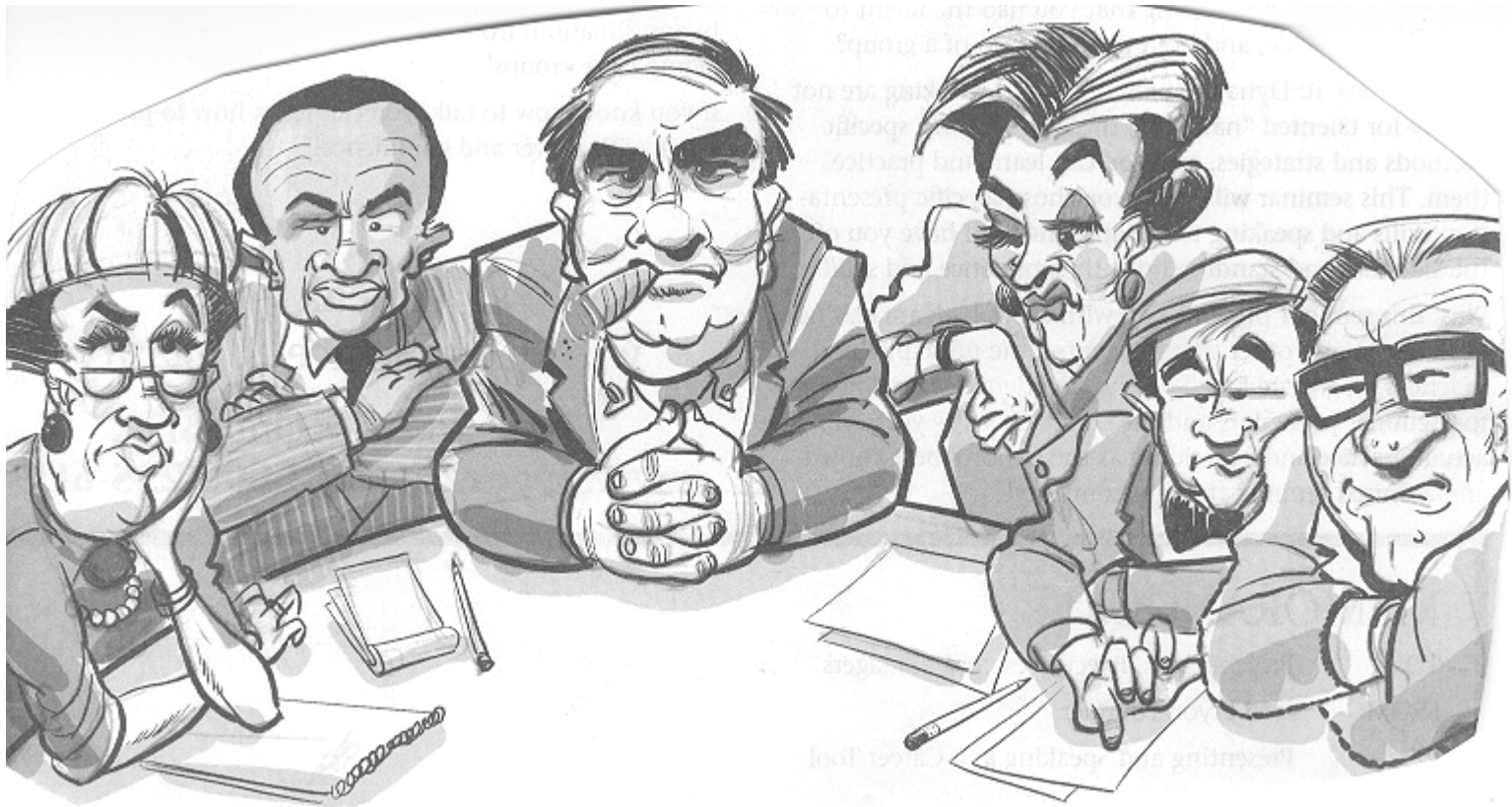
Peter Drucker, *Harvard Business Review*

Leadership for Change

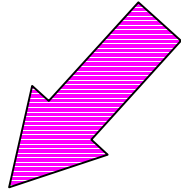
“These new leaders will not have the loudest voice, but the most attentive ear. Instead of pyramids, these post bureaucratic organizations will be structures built of energy and ideas, led by people who find their joy in the task at hand, while embracing one another – and not worrying about leaving the task behind.”

– Warren Bennis

MANAGING CHANGE AND TRANSITION



ORGANIZATIONAL CHANGE IS MADE-UP OF TWO PARTS

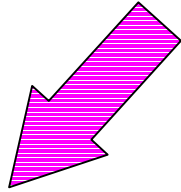


The Technical Part

**Processes,
Measurements,
Tools, Structures,
Procedures ...**

**This part is about ...
*Management***

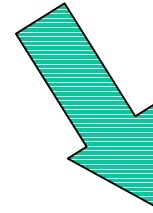
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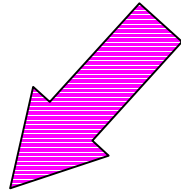


The Emotional Part

**Resistance, Fear,
Attitude, Creativity,
Buy-in ...**

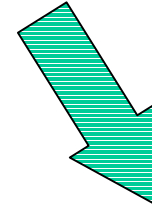
**This part is about
...*LEADERSHIP***

ORGANIZATIONAL CHANGE IS MADE-UP OF TWO PARTS



**The Technical Part
affects the**

**Technical
Subsystem**



**The Emotional Part
affects the**

**Political Cultural
Subsystem Subsystem**

Stages of Change

1. Shock
2. Flood of emotion
3. Bargain
4. Depression
5. Acceptance



Four Levels of Change

- Knowledge
- Attitude
- Individual behavior change
- Group/Organizational behavior change

The Traditional Approach to Change

STEP 1 = IDENTIFY THE PROBLEM.

STEP 2 = FIND AN EXPERT.

STEP 3 = TELL EVERYONE WHAT THEY NEED TO DO
DIFFERENTLY.

STEP 4 = OVERCOME ALL THE RESISTANCE
CAUSED BY STEPS 1, 2, AND ESPECIALLY 3.

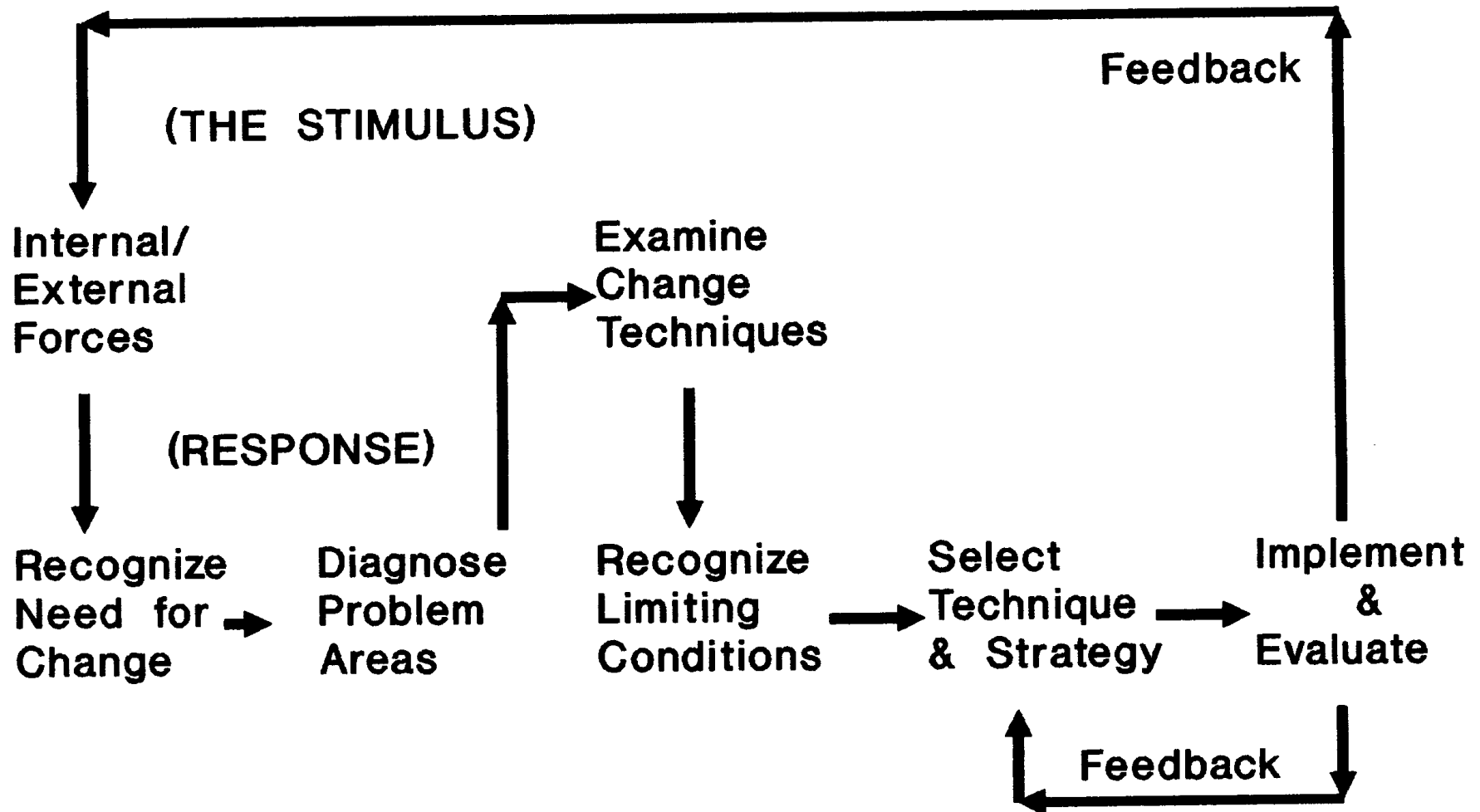
Building a “Critical Mass”

- Educate
- Change the team
- Involve the members
- Make changes incrementally
- Build coalitions
- Get “out and about”

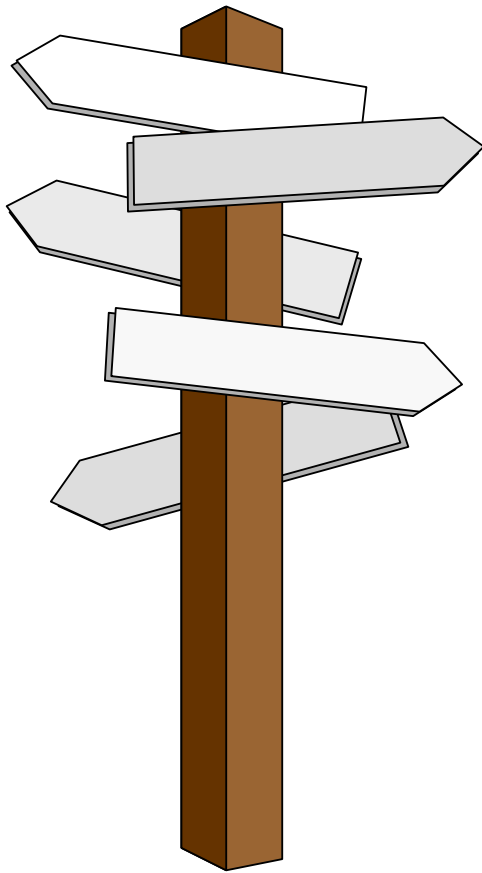
“Getting the word out”

- Communicate facts only
- Communicate face-to-face
- Target front-line supervisors

A Model For Managing Change

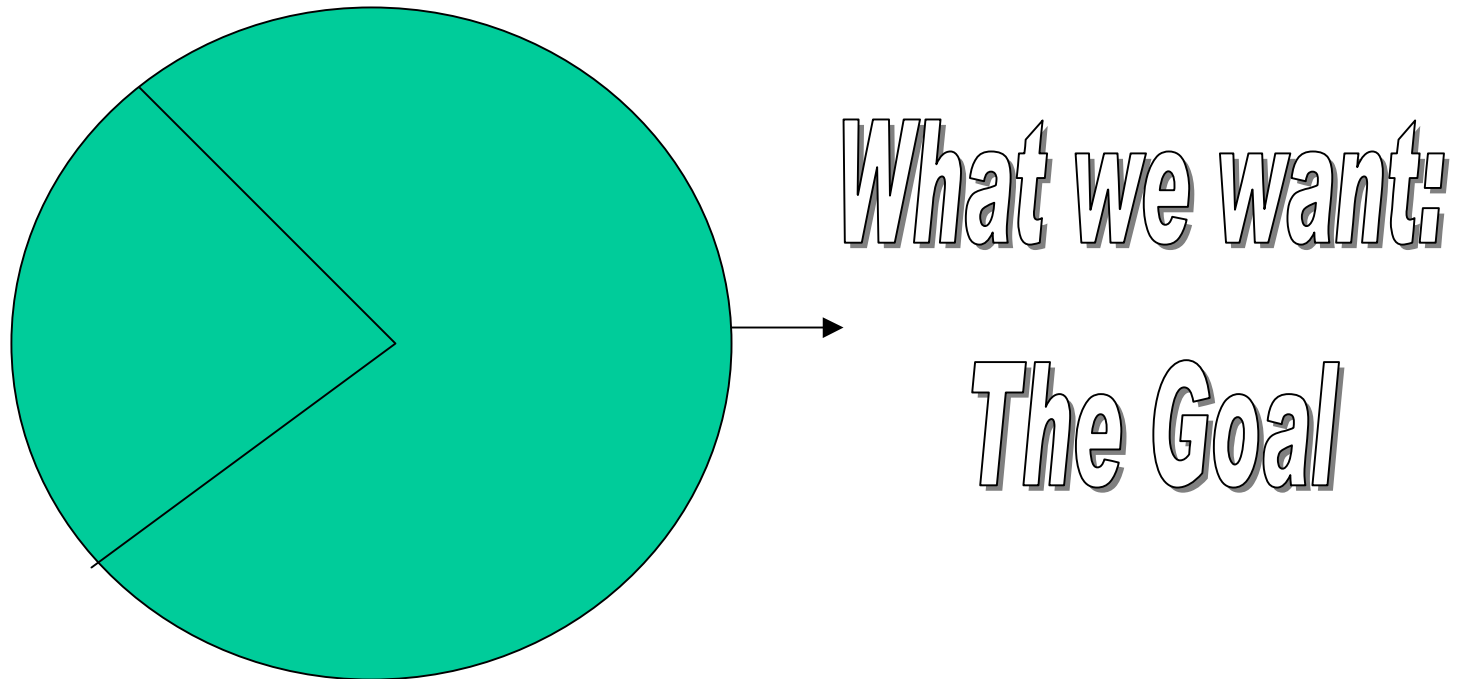


DEVELOPING FOCUS



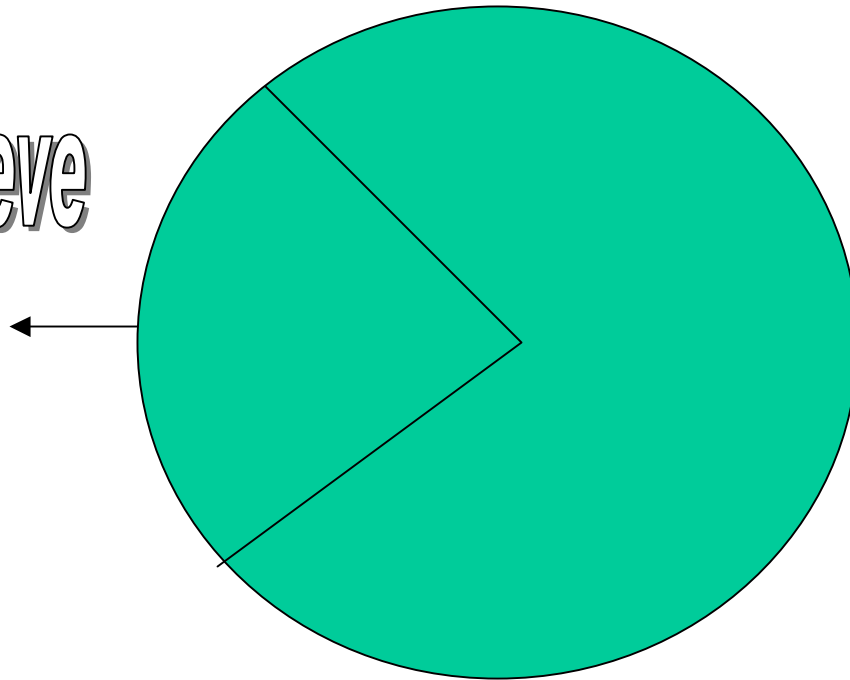
- Whose responsibility is the development of focus?
- Where will we go in the future?
- How will we ensure that we go there?

Forward Focus






Backward Focus

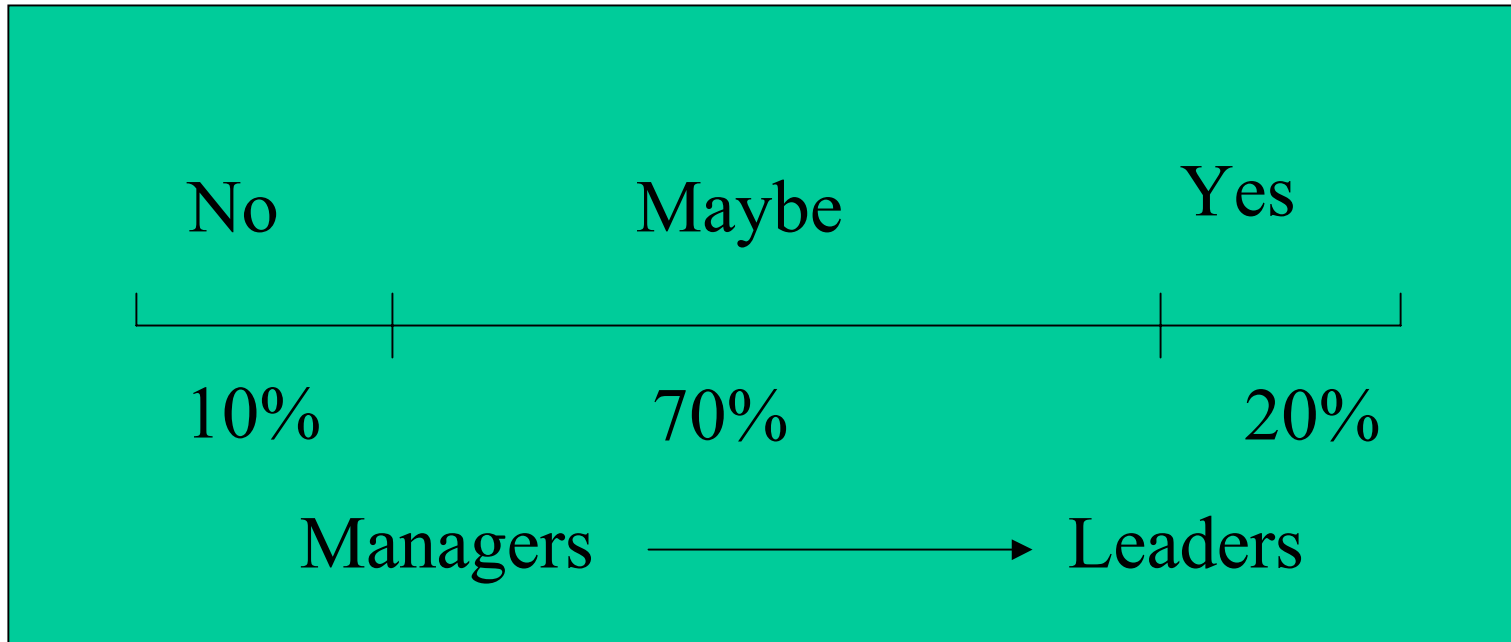
*Why we can't achieve
the Goal*



Our People:

5-10%	70-85%	10-20%
		

Where do you focus?



Our Focus as a Chaplain Corps



“...Just as the Biblical hero Joseph was able to interpret the dreams of the pharaoh, charting the course for the future that rescued a nation, so must we be interpreters of our complex times and the dreams within them. Could there be a more thrilling time to be a leader?”

– Warren Bennis
(in *Managing the Dream*)

“This is what the LORD says ...



... I am the LORD your
God,
who teaches you what is
best for you,
who directs you in the
way you should go.”

Isaiah 48:17